

HEREFORDSHIRE HOSPITAL MANAGEMENT COMMITTEE.PUBLIC GENERAL MEETING.The Organisation under the National Health Service Act, 1946.

The National Health Service Act which came into operation on the 5th July, 1948, laid on the Minister of Health the duty of providing hospital and specialist services, and the Minister is directly answerable to Parliament for the discharge of these duties, and his responsibility covers the whole field of physical and mental health.

The Act provides that the Minister shall discharge his duties through the Regional Hospital Boards, Boards of Governors of Teaching Hospitals which have been established throughout the country to act as the Minister's Agents, and Hospital Management Committees who are charged with the business of the day-to-day administration of individual hospitals or groups of related hospitals. The Management Committee in this capacity acts as the agent of the Regional Board.

The function of the Regional Board is to determine, in consultation with the Minister, the part each hospital shall play in the Service, to establish the co-operation of the hospitals in their area, and to deal with the wider regional problems. That of the Management Committee is to administer its hospital groups so that it plays its part in the most effective manner.

While operational responsibility thus rests with Management Committees, powers of central control through regulations and directions are reserved to the Minister because of his ultimate responsibility to Parliament, and the power of directing Management Committees is reserved to Regional Boards as the bodies immediately responsible to the Minister for the administration of the service as a whole. From the outset, however, the Minister has made it clear that Management Committees should enjoy a real measure of responsibility within their own sphere.

The Birmingham Regional Hospital Board divided the hospitals in their area, which embraces roughly the counties of Herefordshire, Staffordshire, Shropshire, Warwickshire and Worcestershire, into 27 groups each administered by a Management Committee. Group 10 is the Hereford and District Group; its Management Committee appointed on May 20th, 1948, consists of the following members:-

Capt. L.H. Green, M.B.E., D.L., J.P.
 Mrs. V. Allfrey.
 Mr. Alderman M. Bailey, J.P.
 Mr. A. Bradshaw, A.C.I.S., A.I.B.
 Dr. Pat Brown, M.M.S.A. (Lond), M.R.C.S. (Eng.) L.R.C.P. (Lond).
 Dr. T.E. Burrows, B.A. (Cantab), M.R.C.S., L.R.C.P., D.P.M. (Eng.)
 Miss E.M. Cordery, S.R.N., S.C.M., S.R.F.N.
 Mr. Councillor A.E. Farr, J.P.
 Mr. Alderman C.B. Freer, J.P.
 Dr. A.Ll.B. Green, D.S.C., T.D., M.R.C.S. (Eng), L.R.C.P (Lond) J.P.
 Mr. Alderman T.J. Hawkins, J.P.
 Lt. Col. H. Ingloby, J.P.
 Mrs. E.M. Jones, J.P.
 Mr. Councillor P.B. Morgan.
 Mr. B.G. Scholefield, M.A., D.M., M.Ch (Oxon), F.R.C.S (Eng).
 Mr. W. McNeil Shimmis, A.M. Inst. C.E., M.I. Mun. E., M. Inst. W.E.,
 F.R. San. I.
 Mr. T.O.D. Steel, B.A. (Cantab).
 Mr. G.A.C. Thynne.
 Dr. G.D. Tullis, M.B., Ch.B. (Edin).
 Mr. C.H.F. Wilce.
 Mr. W.H. Wright, J.P.

WELLCOME
LIBRARY
Ann Rep
WX28
.BE5
H54
1948/49



22501600238

From the date of the commencement of the operation of the Act, namely the 5th July, 1948, the following hospitals came under the management of the Committee:-

<u>Name of Hospital.</u>	<u>Bed Complement.</u>
County Hospital, Hereford.	333
General " "	154
Victoria Eye Hospital, Hereford.	20
Burghill Mental " "	555
Holme Lacy " "	106
Burghill Isolation Hospital, Hereford.	43
Tupsley " "	39
Kington Cottage Hospital.	10
Ledbury " "	12
Leominster " "	16
Ross " "	15
Alton Street Hospital, Ross-on-Wye.	163
Bromyard Hospital, Bromyard.	93
★ Nieuport Sanatorium, Eardisley.	74
Bromyard and Tupsley Smallpox Hospitals.	10

- ★ By arrangement with the County Council the Committee will continue to have the use of Nieuport Sanatorium until the premises to be known as St. Wulstans Hospital, Malvern, are adapted and ready for use for T.B. patients.

The Committee were also given the right to use and administer certain accommodation for the sick at Kingswood Hall, Kington, and the Old Priory, Leominster, although these premises remain in the ownership of the County Council. In addition the Committee became responsible for the administration of certain clinics operating in Hereford and Leominster.

Very largely on account of its geographical boundaries and of the inclusion of the two mental hospitals and the sanatorium, the group offered excellent facilities for a complete functional hospital unit, and the Regional Board are known to hold the view that the group is possibly the best balanced unit for organised management in the region.

Herefordshire, by reason of its scattered population and the long distances between its centre and outlying boundaries, presents a problem which is different from any other group in the region. This fact has been thoroughly appreciated by the Board in Birmingham, who have been most sympathetic to the position.

It was perhaps only natural that the new scheme should evoke a certain amount of adverse and, possibly in some places, hostile criticism, but from the very outset in this county the vital necessity of making the new scheme a really efficient hospital service was the predominant aim of all members, who gratefully acknowledge the work of numerous men and women, who, prior to the operation of the Act, worked with enthusiasm and skill for many years to evolve the fine voluntary and local government hospitals, the responsibility for which has now passed from their hands. No words can adequately convey the success of their efforts, and the Committee will at all times endeavour to maintain the high standard of public service set by their predecessors. Nevertheless, such a major revolution in hospital administration produced many difficult problems and it has been a big task to evolve the new administrative machine and to decide what alterations, if any, were necessary so as to produce the best hospital service out of the new organisation.

The Scope of the Hospitals.

It should be realised that although hospitals have a normal catchment area for patients they are not limited in any way to the service of strictly defined territories and patients are admitted, in case of need, from any part of the country, and likewise can be transferred or admitted by arrangement to other hospitals outside the confines of the county.

The Work of the Committee.

Apart from the day to day administrative work the Act brought in its train new responsibilities. Additional facilities have been introduced, such as the payment of travelling expenses to patients attending hospitals, the provision of medical and surgical appliances covering a wide field, provision of pocket money for certain types of patients, the provision of comforts' allowances etc. etc.

In addition to matters of general administration devolving on the officers of the Committee, the Committee have during the past year been actively engaged in preparing a plan to ensure for the county a complete hospital functional unit. The problems to be faced are varied and complex and a considerable time lag will occur before the scheme, involving as it does major reorganisation in some instances, can be finally completed.

Nevertheless, when the Committee came to consider the needs of the various hospitals in the county they very soon realised that if an efficient service were to be achieved in the immediate future it would be necessary to press forward with several schemes to provide much needed amenities for patients and staff, and as a result the following projects have been considered and approved, and have been accepted by the Birmingham Regional Hospital Board:-

<u>County Hospital.</u>	Provision of Student Nurses' Training School. Estimated cost	£2,000
	Sleeping accommodation for Maids and provision of Baggage and Utility Room	595
	Re-adaptations of Huts 1 and 2 to provide improved facilities for Out-patient Clinics, Consultation Rooms and new Physiotherapy Department	£5,000
	New Laboratory	£4,707
	New Nurses' Home	£47,000
	* Provision of Two Hard Tennis Courts	820
	* Installation of new Electric Clock System throughout hospital	674
<u>General Hospital.</u>	New X-ray Plant	£4,213
<u>Burghill & Holne Lacy Hospitals.</u>	Installation of wash hand basins in sanitary annexe, provision of heating in bathrooms etc.	750
	Erection of 4 houses for Staff	£7,200
	Installation of drinking bowls in Cattlesheds	72
	Installation of Electric Food Lift	392
<u>Kington Cottage Hospital.</u>	* Heating facilities in Nurses' Bedrooms	50
	* Installation of New Operating Theatre Lamp .	70
<u>Bromyard Hospital.</u>	* Provision of Accommodation for Nurses	£1,300
	Improvement to Sewage Disposal Plant	200

Ledbury Cottage Provision of Out-patient Clinic etc. 200
Hospital,

Eye Hospital, * Improvement to Operating Theatre and
 provision of new equipment 250

* Items marked with an asterisk have already been completed or are in hand and work should commence on all other schemes during the present year.

Statistics.

The following brief statistics indicate to some extent the activity of the hospitals during the past year:-

Admissions : 9,552

Operations:

In-patients: 4,298

Cut-patients: 2,584

Out-patient
Attendances : 72,453

Finance.

The money needed to run the hospitals is provided out of monies voted by Parliament and is made available to the Management Committee from funds placed at the disposal of the Regional Hospital Board by the Treasury.

All expenditure is subject to Government audit and a completely new centralised finance organisation has been introduced by the Committee, whose aim throughout has been to evolve a simple but highly efficient hospital service functioning at the most economic level. It is of interest to note that the cost per bed in the group is lower than the average for the whole of the region.

Bequests to Hospitals.

It is commonly thought that now hospitals are the responsibility of the State and their general financial position freed from doubt, any monies bequeathed to hospitals results merely in a subsidy to the Exchequer. That is not so. The Management Committee are empowered to accept, hold, and administer any property on trust for hospital purpose or research, and money can and is still being bequeathed for the use of individual hospitals for specific purposes. The Committee gratefully acknowledge the continued generosity of the public to hospitals under their control.

The Past and the Future.

Looking back over the past year it can be seen that slowly but surely old prejudices have been overcome, confidences have been won, until today it can be said that in Hereford the new hospital service is working remarkably smoothly and well.

In so far as circumstances have allowed it has been the policy of the Committee to foster the local interest and goodwill which were so valuable a feature of the old hospital service.

To this end, therefore, at the very outset the Committee appointed Local House Committees for the Hereford Hospitals, the Mental Hospitals, the Ross Hospitals, the Leominster and Bromyard Hospitals, the Kington Hospital, and the Ledbury Hospital, and they invited to serve thereon as co-opted members the maximum permissible number of those who had hitherto served in a voluntary capacity on the former Committees of Management.

It is yet too early to envisage the day when all the schemes requiring consideration will be brought to fruition. Given the opportunity, however, the Committee will not relax in their endeavour to provide Herefordshire with a model hospital service.

An Appreciation.

The review of the first year under the new scheme would not be complete without an acknowledgment of the wholehearted work of the staff engaged in the hospitals, and in connection with the administration thereof. No section of society is called upon to give more generously of their energy, time and patience, and the Committee gratefully acknowledge the loyal and efficient service rendered in the interests of the community.

The Committee also place on record their appreciation of the help rendered by the administrative staff of the local authorities in the County, and the Secretaries of the voluntary hospitals in the interests of the new service.

